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**Telephone: 01768 217734 (op2)**

**Our reference: PZ**

**Date 24 February 2021**

## **CUMBRIA POLICE & CRIME COMMISSIONER'S PUBLIC ACCOUNTABILITY CONFERENCE**

In line with the COVID-19 Government Guidelines The Police and Crime Commissioner's Public Accountability Conference will take place **remotely** on **Wednesday 10<sup>th</sup> March 2021**, at **10.00am**.

The purpose of the Conference is to enable the Police and Crime Commissioner to hold the Chief Constable to account for operational performance.

If you would like to join the meeting as a member of the public or press, please contact Paula Zutic on [paula.zutic@cumbria.police.uk](mailto:paula.zutic@cumbria.police.uk) you will then be provided with a copy of the dial in details. Following the meeting papers will be uploaded on to the Commissioner's website.

**V Stafford**  
**Chief Executive**

### **Attendees:**

Police & Crime Commissioner	- Mr Peter McCall (Chair)
OPCC Chief Executive	- Mrs Vivian Stafford
Joint Chief Finance Officer	- Mr Roger Marshall
Chief Constable	- Mrs Michelle Skeer

# **AGENDA**

## **PART 1 – ITEMS TO BE CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC**

**1. APOLOGIES FOR ABSENCE**

**2. URGENT BUSINESS AND EXCLUSION OF PRESS AND PUBLIC**

To consider (i) any urgent items of business and (ii) whether the press and public should be excluded from the Meeting during consideration of any Agenda item where there is likely disclosure of information exempt under s.100A(4) and Part I Schedule A of the Local Government Act 1972 and the public interest in not disclosing outweighs any public interest in disclosure.

**3. QUESTIONS FROM THE PUBLIC**

An opportunity (not exceeding 20 minutes) to deal with any questions which have been provided in writing within at least three clear working days before the meeting date to the Chief Executive.

**4. DISCLOSURE OF PERSONAL INTERESTS**

Attendees are invited to disclose any personal/prejudicial interest, which they may have in any of the items on the Agenda. If the personal interest is a prejudicial interest, then the individual should not participate in a discussion of the matter and must withdraw from the room unless a dispensation has previously been obtained.

**5. MINUTES OF MEETING**

To receive and approve the minutes of the Public Accountability Conference held on the 19<sup>th</sup> February 2021 (copy to follow)

**6. THEMATIC PRESENTATION – SUPPORTING VICTIMS**

To receive and note a Constabulary presentation in relation to ‘Supporting Victims’ (copy to follow)

**7. THEMATIC PRESENTATION – CHILD SEXUAL ABUSE AND EXPLOITATION**

To receive and note a Constabulary presentation in relation to ‘Child Sexual Abuse and Exploitation’ (copy to follow)

**8. ETHICS & INTEGRITY PANEL – ANNUAL REPORT**

To receive and note the Ethics & Integrity Panel Annual Report.

**CUMBRIA POLICE & CRIME COMMISSIONER  
PUBLIC ACCOUNTABILITY CONFERENCE**

Minutes of the Public Accountability Conference held on  
Wednesday 19<sup>th</sup> February 2021 at Carleton Hall, Penrith  
at 10:00am

**PRESENT**

Police & Crime Commissioner - Mr Peter McCall (Chair)

**Also present:**

Chief Constable (Michelle Skeer);  
Chief Finance Officer (Roger Marshall);  
Deputy Chief Finance Officer (Michelle Bellis);  
OPCC Chief Executive (Vivian Stafford)  
Constabulary Director of Corporate Support (Stephen Kirkpatrick);  
Chief Superintendent (Jonathan Blackwell);  
Constabulary Head of Marketing & Communications (Helen Lacey);  
OPCC Media & Communications Officer (Laura Milligan)  
OPCC Executive Support Officer (Paula Zutic) – taking minutes

**In attendance:**

Member of the press;

**PART 1 – ITEMS CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC**

**001. APOLOGIES FOR ABSENCE**

Apologies for absence were received from the Deputy Chief Constable (Mark Webster);  
Assistant Chief Constable (Andy Slattery); and T/Assistant Chief Constable (Sarah Jackson);

**002. QUESTIONS FROM MEMBERS OF THE PUBLIC**

No questions had been received from members of the public prior to the meeting.

**003. URGENT BUSINESS AND EXCLUSION OF THE PRESS AND PUBLIC**

There were no items of urgent business to be considered by the Committee.

**RESOLVED,** that under section 100A(4) of the Local Government Act 1972, (as amended), the press and public be excluded from the meeting during consideration of the following items on the grounds that they involve the likely disclosure of exempt information as defined in the paragraph indicated in Part 1 of Schedule 12A to the Act –

Item No	Item	Paragraph No
10	Decision 003-2021 Corporate Support Annual Update	1
11	Decision 004-2020 ICT Strategy 2019-2022 Annual Update	3 & 7

#### **004. DISCLOSURE OF PERSONAL INTERESTS**

There were no disclosures of any personal interest relating to any item on the Agenda.

#### **005. MINUTES**

The Chair presented the minutes of the Public Accountability Conference held on the 11<sup>th</sup> December 2020, these had previously been circulated with the agenda. The minutes were agreed as an accurate record and signed by the Chair.

**RESOLVED,** that, the

- (i) Minutes of the Public Accountability Conference held on the 11<sup>th</sup> December 2020 be confirmed as a correct record and signed by the Chair;

#### **006. FINANCIAL SUMMARY 2020/21 – QUARTER 3 TO DECEMBER 2020**

The Chief Finance Officer presented the quarter three financial summary which incorporates the Commissioner's revenue budget, Constabulary revenue budget and capital monitoring report for the period up to 31 December 2020.

The effects of the global pandemic are being felt in all departments and as a result several schemes have been re-profiled into 2021/22. Most of the planned vehicle replacements are ordered, but production and delivery have been delayed. In relation to ICT, new agile ways of working need to be fully reviewed and the impact on the future ICT infrastructure is still to be evaluated, resulting in delayed expenditure. (Details can be seen on page 5 of the report which is available on the Commissioner's website).

Operation Lectern is the Constabulary response to the COVID-19 pandemic. The current forecast combined revenue and capital spend on the Constabulary COVID 19 response (Op. Lectern) is £1.204m (revenue £1.204m, capital £0k).

Operation Uplift is the Government Pledge for 20,000 additional police officers nationally. The current forecast combined revenue and capital spend in Cumbria on Operation Uplift is £1.861m (revenue £1.861m, capital £0k).

The forecast spend on Operation Uplift reflects the assumption the Constabulary will have recruited the target of an additional 51 FTE officers from phase 1 by early in 2020/21 and have begun recruiting to phase 2.

The forecast underspend on police officer pay predominantly relates to payments for unsociable hours. Staffing in support of the additional recruitment and servicing the additional officers is currently forecast to underspend by £169k. This relates to requirements in Learning and Development and ICT the provision of which are currently under review.

Group Revenue Budget - Group Overspend £250k (down 0.23%) made up of Constabulary Underspend £46k (0.03%); and PCC Overspend £296k (1.2%). The PCC overspend is mainly due to premises (over by £150k) which is due to adaptations and increased cleaning to make the estate COVID safe. Insurance premiums have increased by £60k, which is also an indirect impact of the pandemic. Low interest rates have seen investment income reduce by £81k.

Change in Revenue Budget Position (September – December). The forecast budget overspend at the end of December has reduced by £168k compared to the £122k overspend forecast at the end of September (Qtr 2). The reduction is largely as a result of a forecast increase in Government grant / loss of income reimbursement in relation to Covid-19 and partly due to a change to the assumption that reduced activity on some budgets as a result of the pandemic will now continue to the end of the financial year.

#### Pay Expenditure

- Police Officers +£836k  
Changes to the workforce plan, principally resulting from the early recruitment of Operation Uplift phase 1 and 2 officers in advance of the target date and a limited number of acting/temporary promotions £576k, additional spend re Operation Lectern £35k plus other additional overtime Crime £105k, TP £120k.
- PCSOs +£56k  
Changes to the workforce plan including starting 1 FTE above budgeted FTE and profile of leavers.
- Police Staff +£172k  
Additional spend in respect of workforce plan changes £119k, costs of Operation Lectern £107k and overtime £115k (Comms Centre etc.). This is offset by an underspend

The balance on the police property act fund as at 31 December 2020 was £69k. Details of the awards made from this fund to community bodies can be found on the Commissioners website. <https://cumbria-pcc.gov.uk/what-we-do/funding/property-fund/>

Following a discussion, the presentation was noted.

**RESOLVED,** that,

- (i) The presentation be noted;

#### **007. TREASURY MANAGEMENT ACTIVITIES 2020/21 QUARTER 3 (OCT – DEC 2020)**

The report was presented by the Deputy Chief Finance Officer, the purpose of which was to report on the Treasury Management Activities (TMA), which have taken place during the period up to 31 December 2020, in accordance with the requirements of CIPFA's Code of Practice on Treasury Management. TMA are undertaken in accordance with the Treasury Management Strategy Statement (TMSS) and Treasury Management Practices (TMPs) approved by the Commissioner in February each year.

As at 31 December 2020 the total value of investments was £15.873m (down from £20.237m as @ 30/09/2020) and all were within TMSS limits.

In accordance with the Prudential Code, the TMSS includes a number of measures known as Prudential Indicators, which determine if the TMSS meets the requirements of the Prudential Code in terms of Affordability, Sustainability and Prudence. During the quarter ended 31 December 2020, the treasury function has operated within the treasury and prudential indicators set out in the Treasury Management Strategy Statement and in compliance with the Treasury Management Practices. Compliance with the prudential and treasury indicators are shown on page 3 of the report (which is available on the Commissioner's website).

The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that regular reports are presented with regards to treasury management activities. This quarterly report ensures the Police and Crime Commissioner is implementing best practice in accordance with the Code.

Following a discussion, the report was noted.

**RESOLVED,** that,

- (i) The report be noted;

## 008. DECISION 001-2021 – CAPITAL STRATEGY 2021/22

The report was presented by the Deputy Chief Finance Officer

The purpose of the report is to provide information on the proposed capital strategy for 2021/22. The capital strategy (item 08a) is an overarching strategy that sits above the two documents which have been produced historically namely the capital programme (item 08b) and the treasury management strategy statement (item 08c). The capital strategy provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability. The capital programme is developed in consultation with the Constabulary who are the primary user of the capital assets under the ownership of the Commissioner.

Local Authorities (including Police and Crime Commissioners) determine their own programmes for capital investment in non-current (fixed) assets that are essential to the delivery of quality public services. The Commissioner is required by regulation to have regard to The Prudential Code when carrying out his duties in England and Wales under part 1 of the Local Government Act 2003. The Prudential Code establishes a framework to support local strategic planning, local asset management planning and proper option appraisal. The objectives of the Prudential Code are to ensure: “within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable”. To meet these requirements, all schemes within the 4 year medium term capital programme are only approved on the basis that they are fully funded either through capital grants, capital reserves, capital receipts or revenue contributions.

### Recommendations:

- 1.1. **Capital Strategy (Item 08a)** – The Commissioner is asked to approve the capital strategy including the prudential indicators set out in the report.
- 1.2. **Capital Programme (Item 08b)** - The Commissioner is asked to:
  - Approve the capital programme for 2021/22 and beyond as part of the overall budget process for 2021/22.
  - Approve the status of capital projects as detailed in appendices 2 to 5.
- 1.3. **Treasury Management Strategy (Item 08c)** - The Commissioner is asked to:
  - Approve the Borrowing Strategy for 2021/22 as set out on pages 8-9
  - Approve the Investment Strategy for 2021/22 as set out on pages 10-13
  - Approve the Treasury Management Prudential Indicators as set out on pages 15-16
  - Approve the other Prudential Indicators set out on pages 17 to 21



- Approve the Minimum Revenue Provision Policy Statement for 2021/22 as set out on page 22
- Note that the detailed Treasury Management Practices (TMPs) have been reviewed and updated as required by the Code of Practice and will be published alongside the TMSS on the Commissioner's website.
- Delegate to the Joint Chief Finance Officer any non-material amendments arising from scrutiny of the strategy by the Joint Audit Committee.

Following a discussion, the report was noted, and the recommendations were all approved in accordance with the detail set out within the report.

**RESOLVED,** that,

- (i) The report be noted; and
- (ii) The recommendations were all approved in accordance with the detail set out within the report;

#### **009. DECISION 002-2021 - 2021/22 BUDGET AND MEDIUM TERM FINANCIAL FORECAST**

The report was presented by the Chief Finance Officer.

The Commissioner was asked to approve the revenue budget, capital budget and reserves strategy for 2021/22 and the level of council tax to support the budget, having taken into account the advice of the Joint Chief Finance Officer in his report on the robustness of the proposed budgets. The papers provide provisional financial information for the years 2022/23 to 2024/25 and for 10 years in respect of the capital programme.

It is a legal requirement for the Police and Crime Commissioner to annually set a balanced budget and to allocate funds to the Chief Constable to secure the maintenance of the Police Force for Cumbria. The reports presented at the meeting set out the detail of the proposed budgets and the advice of the Joint Chief Finance Officer regarding their approval.

Following a discussion in which the Commissioner was provided assurance that budget decisions are taken in a reasonable amount of time so as to ensure stability, the Commissioner was asked to note and approve the following recommendations:

**Recommendations:**

- The Commissioner is asked to note the attached Joint Chief Financial Officer's report on the robustness of the budget 'the Local Government Act 2003 Requirements' report (item 09a), taking into account his advice in respect of his decisions on the proposed budgets.
- Appendix B of the attached report 'Budget 2021/22 and Financial Forecasts 2022/23 to 2024/25 (item 09b) sets out the budget resolution for decision by the Commissioner in order to formally approve the level of council tax precept. In the context of the budget resolution, it is recommended that:
  - a) The revenue budgets outlined in the report and appendices be approved, having regard to the Local Government Act 2003 Requirements report
  - b) That the budget requirement for 2021/22 be set on the basis of the amount within the budget resolution at appendix B
  - c) The council tax for Band D properties be approved at £272.16 for 2021/22, an increase of £6.57 or 2.47%, being the amount within the budget resolution
- The commissioner is also asked to approve the Reserves Strategy for 2021/22 which is provided as a separate report (item 09c).

The Commissioner noted that in setting the precept level Cumbria is a significant outlier, as almost every other in the country has opted for the full levy of £15.00. The Commissioner took the view that during the current economic climate it would be unfair and an unreasonable burden to place on council tax payers. It was acknowledged that many have lost their jobs; have been furloughed or rely on the tourism industry in Cumbria. The Commissioner and Chief Constable are asking for as much as they need, and no more. The precept in Cumbria is one of the two lowest in the Country.

The Chief Constable noted that due to good management and tight control of the budget, Cumbria is a strong performing Force, and is highly rated in the country. Cumbria is leaning into new I.T. developments and tech driven projects to support service delivery.

The Chief Constable, whilst not complacent, is confident that a good level of service can be delivered and maintained within the forecast budget.

Following a discussion, the report was noted, and the recommendations were all approved in accordance with the detail set out within the report.

**RESOLVED,** that,

- (i) The report be noted; and
- (ii) The recommendations were all approved in accordance with the detail set out within the report;

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(Note: Members of the press and public left the meeting)

## **PART 2 – ITEMS CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC**

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### **010. DECISION 003-2021 – CORPORATE SUPPORT ANNUAL UPDATE**

The report was presented by the Director of Corporate Support

The first Corporate Support annual update presents a review of progress made during the 2020/21 financial year and, crucially, looks towards the future, detailing plans for the 2021/22 year ahead.

Whilst the annual update does not replace specific strategy documents, it has been prepared to negate the need for an annual refresh and approval of the Estates, Fleet and Commercial strategies which are all still current and within their intended time frames. Where the Commissioners and/or Constabularies direction and priorities changes significantly then a formal strategy update will be prepared and submitted for consideration.

All progress made, and forward plans proposed within the annual update, are designed to support and enable both the Commissioners Police and Crime Plan and the Constabulary's Vision 25 Strategy.

Each department continues, where necessary, to be fully involved in the preparation of all capital and revenue plans in support of the 2021/22 budget submissions.

#### **Recommendation:**

- The Commissioner is asked to note and approve the Cumbria Constabulary Corporate Support Annual Update.

Following a discussion, the report was noted, and the recommendations were all approved in accordance with the detail set out within the report.

**RESOLVED,** that,

- (i) The report be noted; and
- (ii) The recommendations were all approved in accordance with the detail set out within the report;

**011. DECISION 004-2021 - ICT STRATEGY 2019 – 2022**

The presentation was given by Chief Inspector Blackwell, and gave a high level overview on how to future proof data flow throughout the organisation.

Following a discussion, the presentation was noted, and the recommendations were all approved in accordance with the detail set out within the report.

**RESOLVED,** that,

- (i) The presentation be noted; and
- (ii) The recommendations were all approved in accordance with the detail set out within the report;

The Commissioner and the Chief Constable passed on their thanks to the Chief Finance Officer and the Deputy Chief Finance Officer for the huge amount of work that has gone into producing the budget, and he asked that his thanks also be passed on to the rest of the Finance team.

**Meeting concluded at 12:00 noon**

**Signed:** \_\_\_\_\_

**Date:** \_\_\_\_\_

# Thematic Report: Always Put Victims First

**Public Accountability Conference  
March 10th 2021**

**Temp Chief Superintendent Rob  
O'Connor**



 101

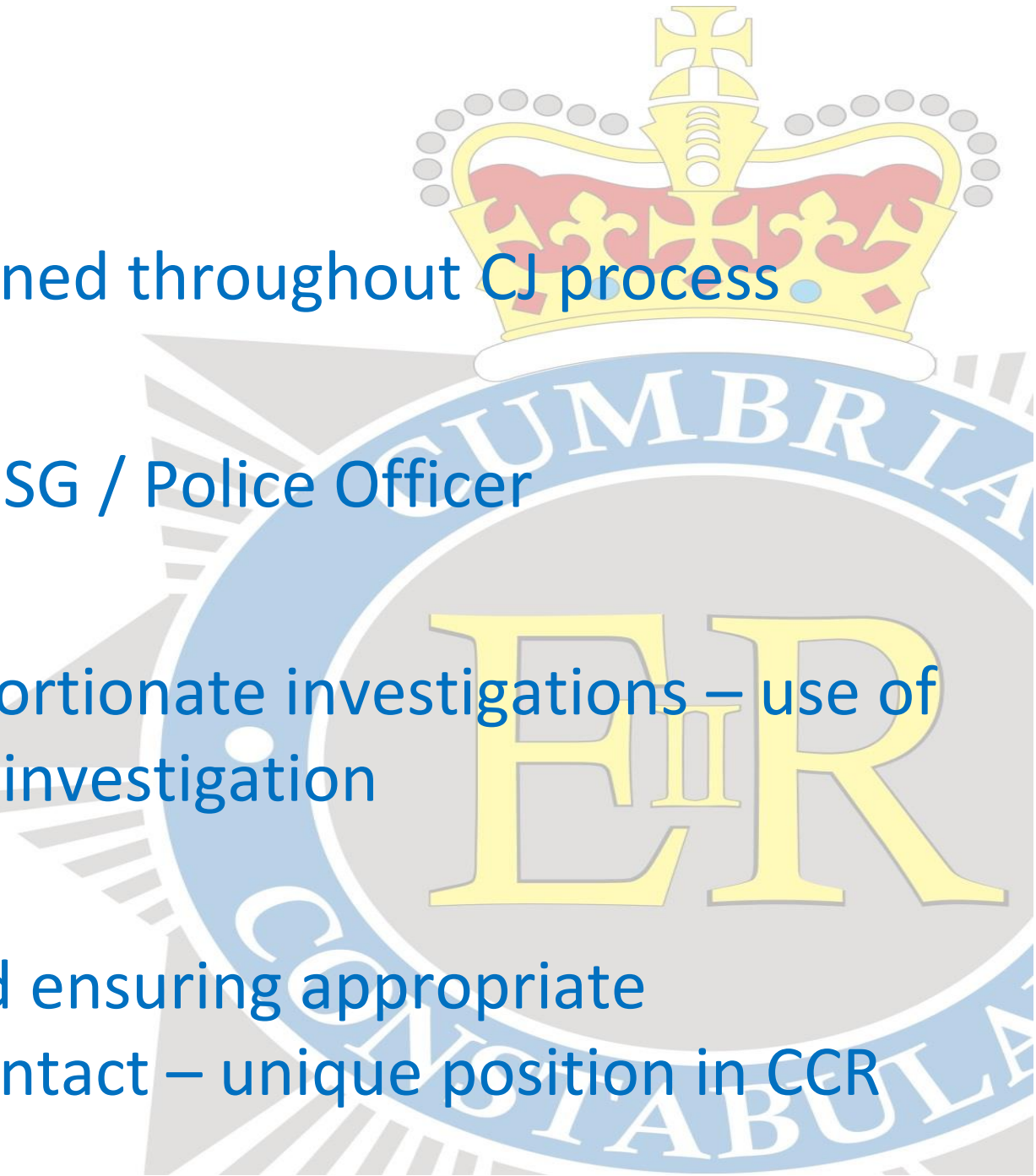
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## Victims Journey

- From point of contact and maintained throughout CJ process
- Recording victims report – CMR / ISG / Police Officer
- Responding and undertaking proportionate investigations – use of discretionary framework to major investigation
- Identifying victim vulnerability and ensuring appropriate safeguarding from first point of contact – unique position in CCR



## Call handling and deployment of resources

- HMICFRS inspection of GMP
- Ongoing assurance from December 2020 PAC
- Current Command and Control Room (CCR) performance
- CCR Improvement Plan
- Self assessment 2020 and findings / recommendations
- Changes, improvement's and governance
- Preparation for HMICFRS PEEL Inspection 2021



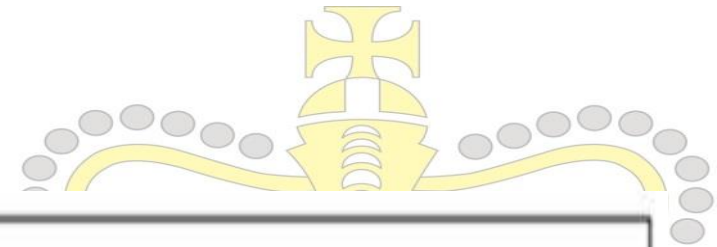
## 2020 in CCR – incoming demand

- 57,831 – 999 calls
- 101,611 – 101 calls
- 10,868 – Agency calls
- 38,660 – 101 E mails
- 7,121 – Online forms
- 12,376 crimes recorded – 34.6 % of all crimes





# Current CCR Performance



101 Calls Last 4 Weeks																	
Week ending	Queued to 101	Answered	Not answered	101 % answered	Max Queue to Answer (hh:mm:ss)	Max Queue to Hang Up	25% answered within (hh:mm:ss)	50%	90%	99%	25% NA within (hh:mm:ss)	50% NA	90% NA	99% NA	101 Emails	Online Forms	Total 101 Inbox
18/02/2021	2552	1857	695	72.8%	00:54:31	00:46:30	00:00:03	00:01:31	00:15:26	00:30:24	00:01:25	00:03:18	00:14:19	00:28:32	648	117	765
11/02/2021	2608	1935	673	74.2%	00:47:36	00:38:58	00:00:03	00:01:56	00:15:10	00:34:58	00:01:24	00:03:15	00:13:40	00:32:26	575	108	683
04/02/2021	2742	2118	624	77.2%	00:43:06	00:39:03	00:00:03	00:00:49	00:13:26	00:29:28	00:00:58	00:02:32	00:12:49	00:27:09	707	115	822
28/01/2021	2478	1872	606	75.5%	00:35:13	00:29:02	00:00:03	00:01:29	00:14:00	00:26:41	00:01:20	00:03:05	00:13:32	00:24:31	582	102	684
<b>Total</b>	<b>10380</b>	<b>7782</b>	<b>2598</b>	<b>75.0%</b>	<b>00:54:31</b>	<b>00:46:30</b>	<b>00:00:03</b>	<b>00:01:23</b>	<b>00:14:29</b>	<b>00:30:14</b>	<b>00:01:19</b>	<b>00:03:03</b>	<b>00:13:40</b>	<b>00:28:28</b>	<b>2512</b>	<b>442</b>	<b>2954</b>

Latest ActualDate	Queued to 101	Answered	Not answered	101 % answered	Max Queue to Answer (hh:mm:ss)	Max Queue to Hang Up	25% answered within (hh:mm:ss)	50%	90%	99%	25% NA within (hh:mm:ss)	50% NA	90% NA	99% NA	101 Emails	Online Forms	Total 101 Inbox
20/02/2020	12872	7070	5802	54.9%	01:41:29	01:38:46	00:01:14	00:08:13	00:37:04	01:11:55	00:01:26	00:03:14	00:17:57	00:48:05	-370	370	



# CCR Improvement Plan – giving victims options

In Place

- Safeguarding Helpdesk
- DMI Trained Officers
- Investigation Support Group
- Social Media Reporting of incidents - Orlo
- Digital Desk - 101 emails/online reporting (has doubled)
- SAFE 6.0 Upgrade - system stability
- Dedicated Performance and Welbeing Inspector for CCR
- Covid Safe working environment - additional CCR in CSD
- Detailed Performance Framework with Governance Structure

Ongoing  
now

- 101 Callback system - virtual queuing (Delivery March/April)
- Webchat (Delivery June)
- Video appointment booking system via Teams (Pilot planned for March)
- Intelligence function in CCR - options exploration ongoing
- DMS Integration (Crown DMS -Feb)
- Changes to Auto-Attendant (Feb)
- PNC Integration (by April)
- Enhanced Kibana Reporting
- Service Recovery work around 101 abandonments (Mid Jan)
- Consultation on Service Standards

Next  
12months

- Single Online Home/Website and email integration
- Multi-Agency Incident Transfer (MAIT)
- Additional SAFE integrations - Red Sigma/Axon/Other
- Shift Pattern Review

# Self Assessment 2020 – findings and recommendations

- HMICFRS Methodology Change – Victim Service Assessment (VSA)
- Proactive approach to the HMICFRS – interviews and self-assessment 2020
- Self-Assessment – Findings and Recommendations:-
  1. Call timeliness (answer to dispatch for Grade 1's) and abandonment rate
  2. Local quality assurance processes – live time listening and immediate service recovery



## Changes, improvements, governance and HMICFRS

- Review of flexible working arrangements, ongoing review of shift patterns, matching staffing to demand
- CCR during pandemic – performance remained good and absence rates managed
- Call Back
- Abandonment / withheld numbers issue
- Gold group for CCR / weekly NOD at COG
- Preparing for VSA



# Keeping Victims Updated and of Outcomes

## Standard

- Notifications within 5 days of events
- Anyone who is not enhanced

## Enhanced

- Notifications within 1 day of events
- Under 18s, MH issues, Relevant Disability, Serious Crime, DA, Sexual offence, MSHT, Persistently Targeted – including ASB

## Activity

- Internal Media Campaigns
- Restorative Justice Refresh
- Durham Collaboration – 22 Requests for Change on Red Sigma-7 by April
- Victims Action Plan

## Measure

- BIU Monthly Analysis
- Area Quality Counts Process
- Wellbeing & Performance inspectors
- Community / Victim satisfaction survey consistently show very high approvals rates (SMSR & Leicestershire)



Putting Victims First



# Victim's Code of Practice Compliance – It's a Key Priority

Cumbria Constabulary	Nov 2020	Dec 2020	Jan 2021
Correct Classification (standard/enhanced)	77%	83%	87%
Has the OIC correctly identified the victim as vulnerable or intimidated?	81%	76%	86%
Appropriate updates documented on victim care as per the victim contract?	46%	61%	75%
Has the victim been updated that the case has been finalised and any decision making explained?	83%	95%	92%

Good performance in most areas including VCOP compliance around ASB, but areas for improvement also, but going in right direction.

## Next Steps to Improve the Situation further:-

- 1) 7 of the Changes to Red Sigma made by April: including automated prompts requiring mandated updates on key areas.
- 2) Inspectors to QA the above before filing crimes. BIU to measure.
- 3) Marketing campaign – end of March to explain and embed. Mandatory 7MB video, Posters, Chief's briefing.
- 4) Aide Memoire created for all officers – to be launched during the internal campaign.

Questions?



# Child Sexual Exploitation & Abuse (CSEA)

PAC March 2021

Detective Chief Superintendent  
Dean Holden



 101

 [www.cumbria.police.uk](http://www.cumbria.police.uk)

  [cumbriapolice](https://www.facebook.com/cumbriapolice)





# Overview of the prevalence of CSEA in Cumbria

*Based on data for 12 months: 31<sup>st</sup> January 2020 – 31st January 2021*

## CSEA

- There were 699 CSEA offences in total
- 10% (69) offences have a CSE marker
- 41% (289) of CSEA offences were non-recent

## CSA

- There were 630 offences classified as CSA only (90% of all CSEA)
- 40% (252) of CSA offences were non-recent.



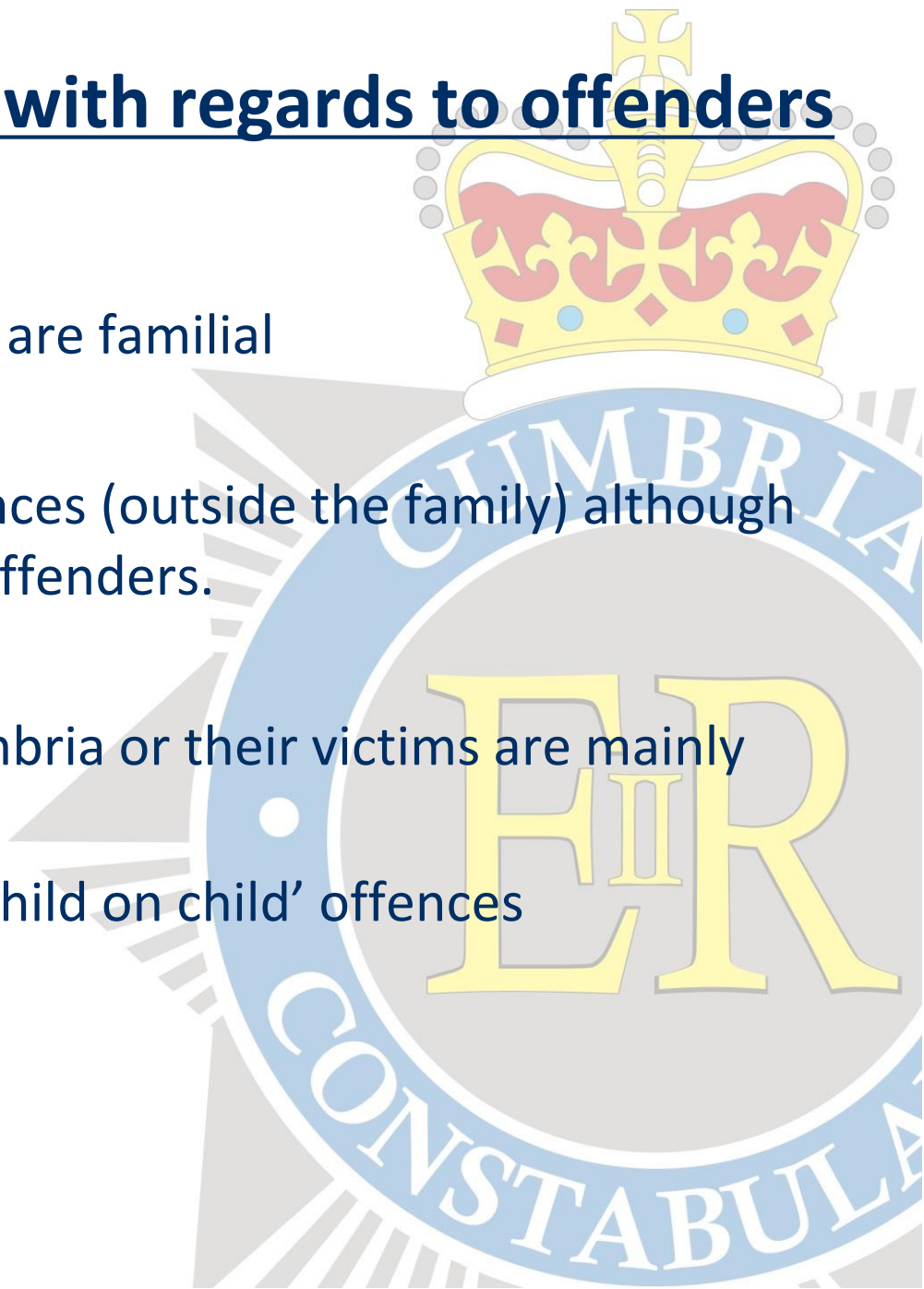
## CSEA Offence Types

- 40% (279) are contact offences
- 28% (195) are online offences
- 32% (223) are 'other':
  - Indecent images
  - Engaging in sexual communication
  - Meeting / travelling to offend
  - Voyeurism



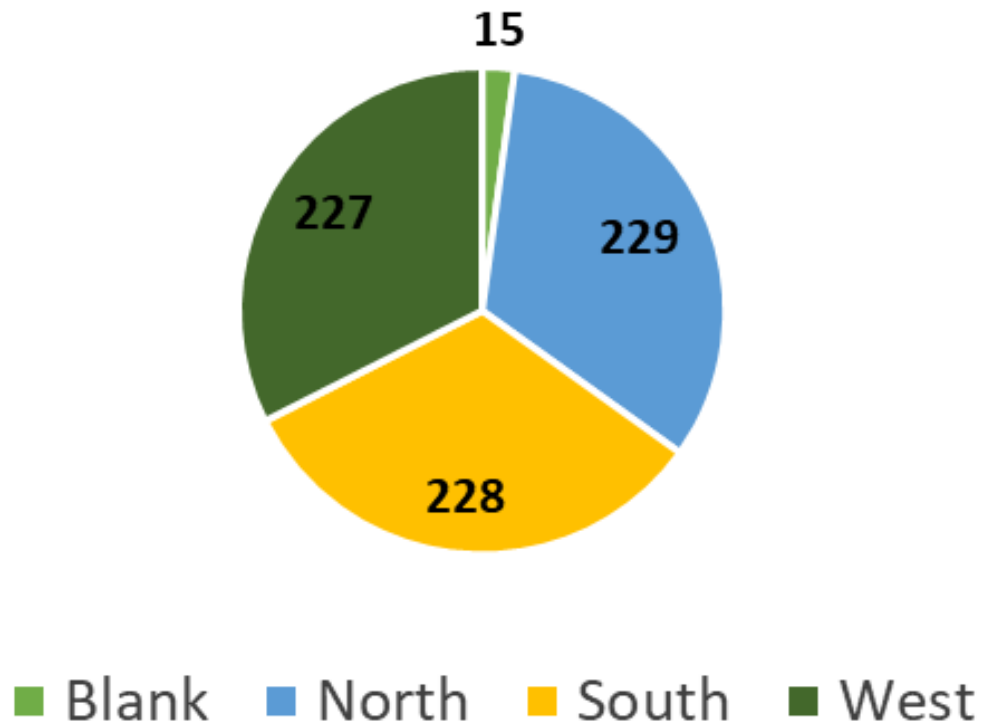
## Contextual information with regards to offenders

- 35% (244) of all CSEA offences are familial
- 65% (454) are contextual offences (outside the family) although many are still 'acquaintance' offenders.
- Offenders with no links to Cumbria or their victims are mainly online offenders.
- 18% (125) offences relate to 'child on child' offences



# Location of offences

Sexual Offences with victim under 18  
by TPA



# HMICFRS Recommendations.

**Reduce unnecessary  
criminalisation of  
children**

**Identify and  
implement good  
practice**

**Performance  
management & quality  
assurance**



# Recognising risk and vulnerability

## Assurance –

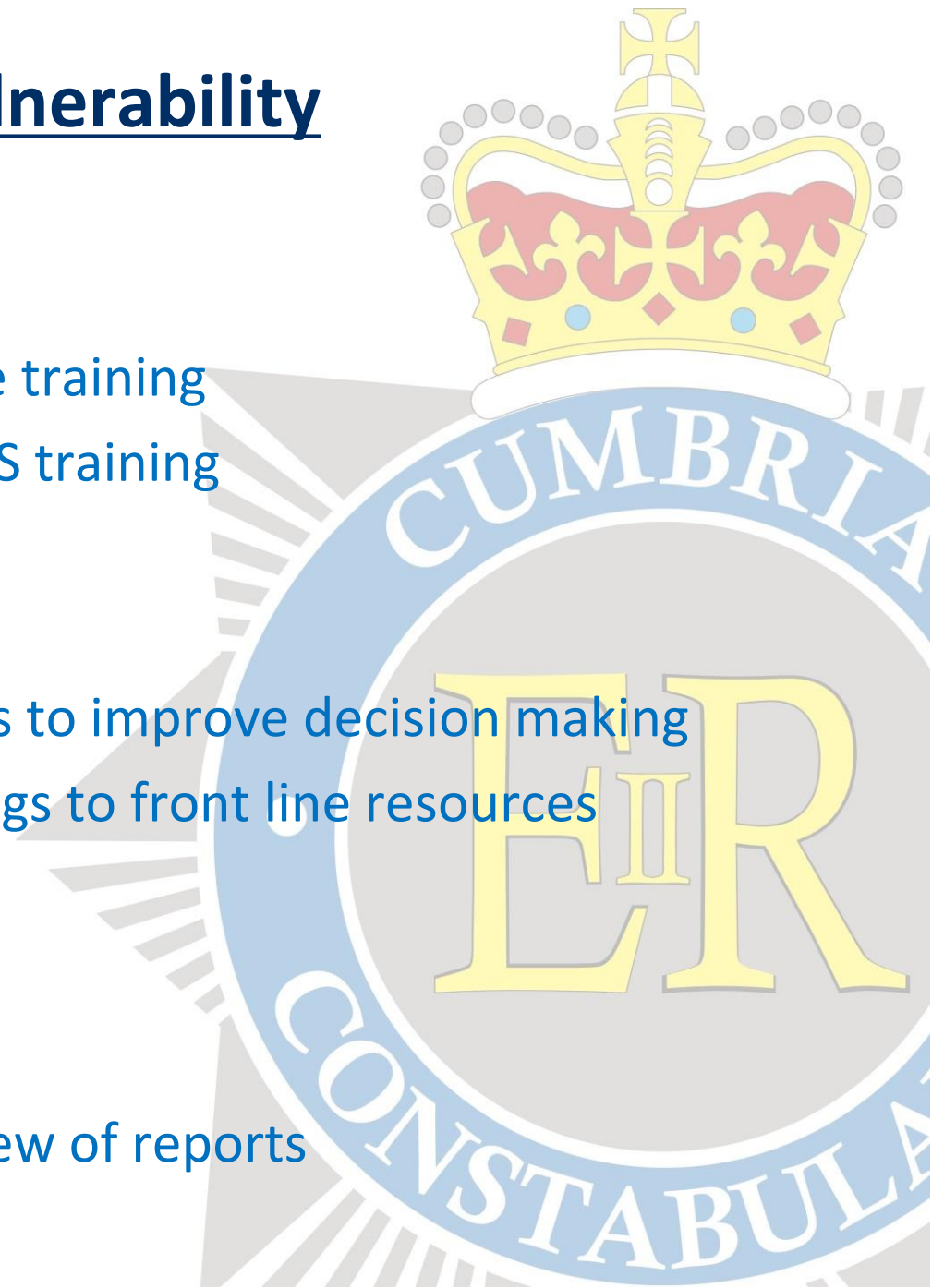
- Invested in specialist front line training
- Trauma Informed Force – ACES training

## Recognise –

- Qualitative child's journey audits to improve decision making
- Enhanced Vulnerability briefings to front line resources
- 

## Wider Risks of Missing –

- Op CERT
- Safeguarding intelligence review of reports



# Safeguarding

## **Policies & Procedures -**

- Op CERT / Op Artemis
- New Children in Custody Procedures

## **Effective Partnerships –**

- CERAR process
- Front line training of local support services

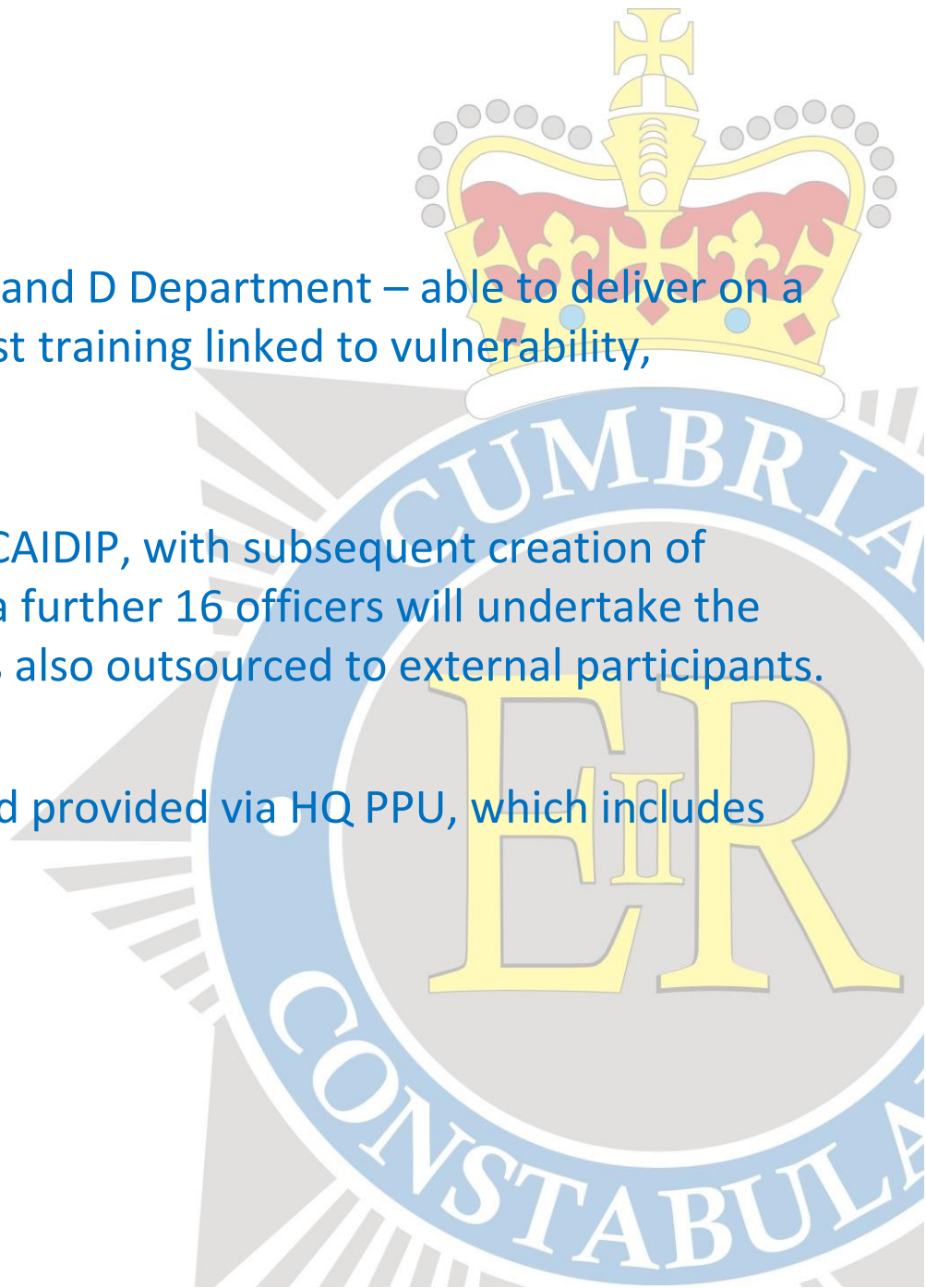
## **Prevention of repeat incidents -**

- Training & education of resources
- LAC pack / Care home engagement



# Investigations

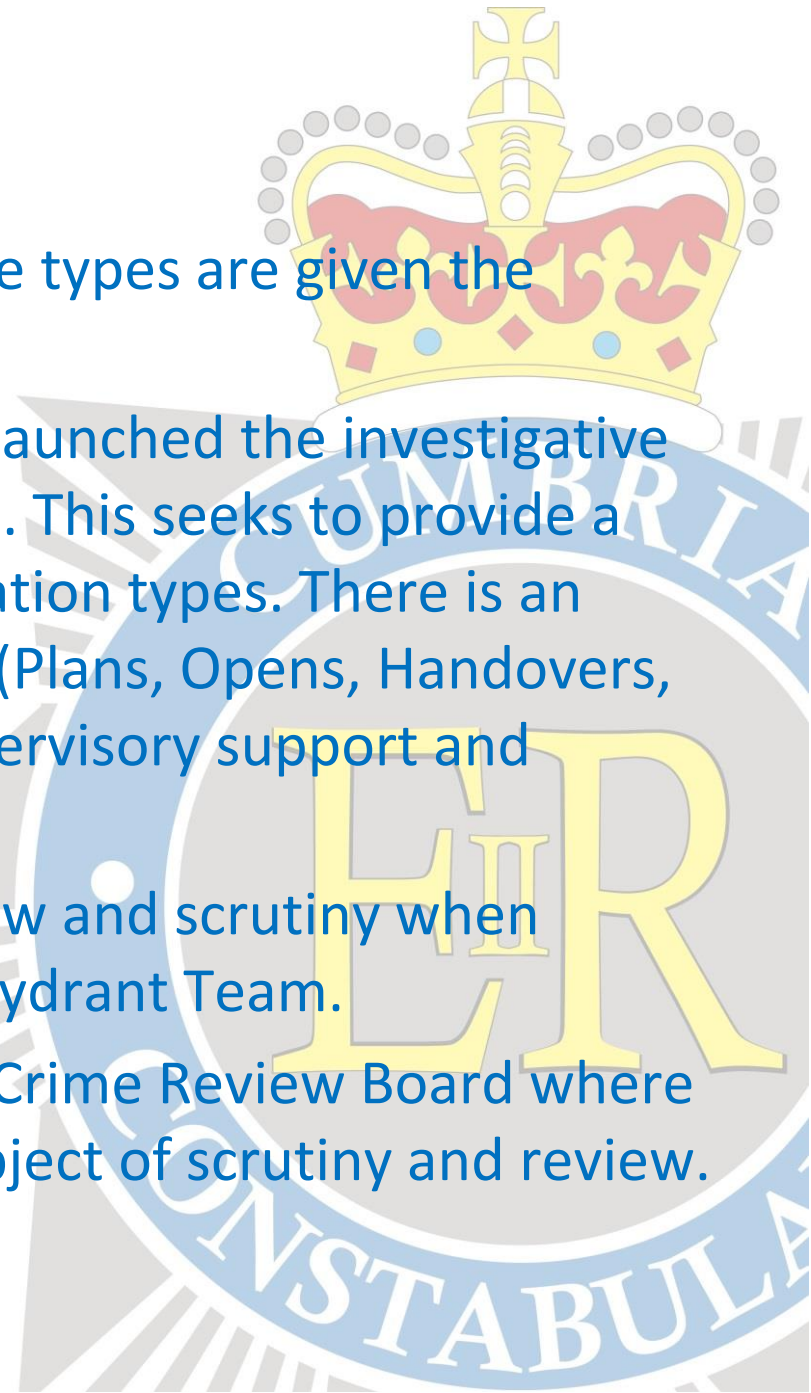
- The Constabulary has an effective L and D Department – able to deliver on a variety of training, including specialist training linked to vulnerability, safeguarding and sexual offences.
- This includes SOIT, first response, SCAIDIP, with subsequent creation of portfolio and accreditation. In April a further 16 officers will undertake the SCAIDIP programme, a course that is also outsourced to external participants.
- Development and CPD is offered and provided via HQ PPU, which includes input of OIC's and their supervision.





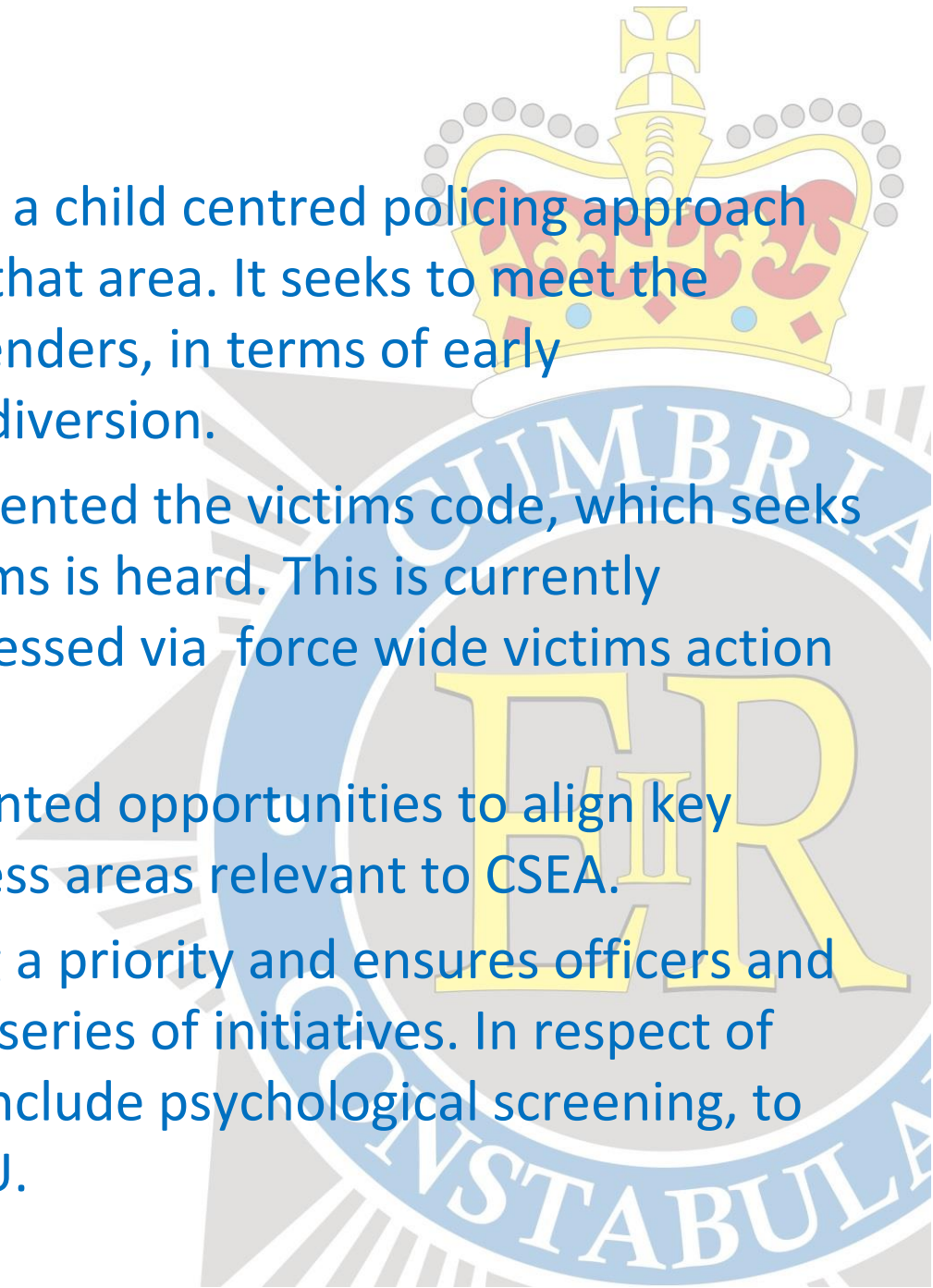
# Investigations

- Policy exists to ensure specific offence types are given the appropriate support and scrutiny
- In November 2020 the Constabulary launched the investigative standards and safeguarding principles. This seeks to provide a robust framework around all investigation types. There is an emphasis with the broad mnemonics (Plans, Opens, Handovers, Reviews, Closed, File), in terms of supervisory support and review.
- The Constabulary seeks external review and scrutiny when appropriate – Op Leaf review by Op Hydrant Team.
- The Constabulary has a robust Major Crime Review Board where significant CSEA investigations are subject of scrutiny and review.



# Investigations

- The constabulary has adopted a child centred policing approach and invested resource within that area. It seeks to meet the needs of both victims and offenders, in terms of early intervention, prevention and diversion.
- The Constabulary has implemented the victims code, which seeks to ensure the voice of all victims is heard. This is currently governed, assessed and progressed via force wide victims action plan.
- A force re-structure has presented opportunities to align key managerial roles to the business areas relevant to CSEA.
- The force considers well being a priority and ensures officers and staff are supported through a series of initiatives. In respect of specialist investigations, this include psychological screening, to assess risk and impact via OHU.

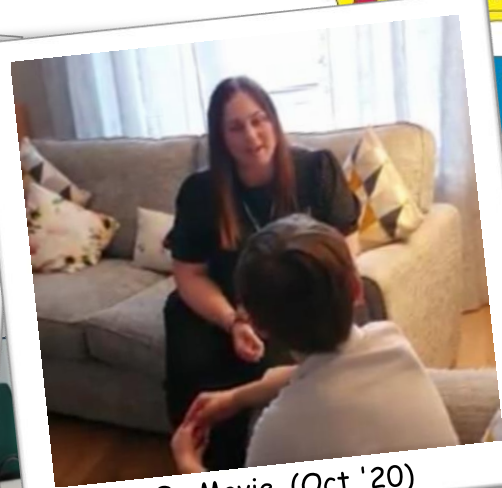


# Raising awareness

- 'It's Not Ok' multi-agency CSE campaign
- Operation MOVIE
- RASSO Awareness campaign
- Domestic Abuse Awareness
- 'Keeping Children Safe' social media surgeries
- Child Centred Policing Teams
- Safer Internet Day



It's Not Ok (Oct '20)



Op Movie (Oct '20)



Online Image Sharing ~ CCPT (Feb '21)



Polygraphy

RASSO ~ SARC (Nov '20)

**KEEPING CHILDREN SAFE**  
**LIVE SURGERY**  
CUMBRIA POLICE & PARTNERS

REMAIN ANONYMOUS BY PRIVATE MESSAGING CUMBRIA POLICE

GOT A QUESTION POST IT ON OUR EVENT PAGE



101



[www.cumbria.police.uk](http://www.cumbria.police.uk)



cumbriapolice



# Raising Awareness



**35**

Press releases



**352**

Articles and broadcasts



**112**

Media interviews



**12**

Videos



**512**

Social media posts



**12m**

Reach



**5,732**

Likes



**25**

Number of Surgeries



**21,247**

Surgery engagement



**647,058**

Surgery reach



Peter McCall



ANNUAL  
REPORT  
2020

Ethics  
&  
Integrity  
Panel

## Forward of the Panel Chair

Welcome to the 2020 Annual Report of the Ethics and Integrity Panel.

This year has been one of unprecedented change and challenge for the Constabulary, and the people of Cumbria that they serve. Through strong individual and team working they have supported communities and each other to face the policing of the pandemic with professionalism and integrity. This is a great credit to not only the Constabulary but to each officer and member of staff.

The Panel is an independent body, and its purpose is to promote and influence high standards of ethical performance in all aspects of policing in Cumbria and the work carried out by the Police and Crime Commissioner's office (OPCC). It seeks to achieve this by holding the mirror up to the Constabulary and the OPCC, by investigating, dip sampling, constructively challenging and reviewing a broad range of aspects of policy, process and performance, through the lens of ethics and integrity.

We have an annual work programme that includes both routine and thematic activities through which we seek to always promote the improvement and value adding aspects of ethical responsibility. We will challenge issues and actions where we believe there could have been an improvement, recognising and highlighting areas of good practice.

The work of the Panel is published on the Commissioner's website and whilst the Panel membership is drawn from a diverse range of backgrounds and experience, we have two things in common. We and our families all live in the county and are committed to seeing the area thrive. We all share a strong desire to help ensure that Cumbria Constabulary continues to deliver high quality services to the public, maintaining our county as the safe and secure place to live that it currently is.

The Chief Constable, the Commissioner and their teams, fully support us in our work and are always open to challenge, feedback and suggestions for improvement. This in itself, is an indicator of a strong, open, transparent and ethical culture.

While 2020 has been an incredibly challenging year, we have maintained our work programme, and have adapted to look at a number of COVID specific issues and activities.

We hope that you find the report useful and informative. The information in this, and our other quarterly reports, helps to promote a wider understanding and awareness of the Constabulary's performance and ethical approach.

*Alan Rankin*

**Ethics and Integrity Panel Chair**

## The Police and Crime Commissioner and the Chief Constable

### **The Police and Crime Commissioner for Cumbria, Peter McCall said:**

*Oversight of policing remains an important part of my role and it is essential that ethical standards remain high. 2020 has been an exceptionally hard year for members of the public and for the police officers and staff who provide the policing service within our communities. They have worked in very difficult circumstances to keep everyone safe.*

*The legitimacy of our police force is critically dependent on the confidence of the public that they can trust the police to do the right thing on their behalf. Whilst we are blessed with highly professional, dedicated and committed officers, we must always be ready to examine our performance to ensure that every member of the organisation maintains the highest possible standards, particularly this year when they have been faced with often difficult and challenging circumstances.*

*My role is to serve the communities of Cumbria and be their voice for policing matters. Many individuals contact myself and through the work of the staff within my office we are able to provide them with assistance, guidance or explanations. This year an addition to my role and that of my office is to carry out reviews of public complaint cases which adds an openness and transparency to the process. It is important that myself and my team also work to high ethical standards to ensure that public confidence is maintained.*

*The independent work of the Ethics and Integrity Panel is extremely important and continues to provide a valuable scrutiny role on the ethical values of both organisations. The broad range of business that they scrutinise continues to be developed to ensure that the Panel remains effective. I am grateful for the commitment of its Chair and members who have worked hard to ensure the work has continued notwithstanding the extraordinary challenges of the COVID-19 situation.*

### **The Chief Constable, Michelle Skeer said:**

*As a Constabulary we understand that members of the public have an expectation of the level of policing service they should receive. This is even more important during policing in the recent pandemic with the imposition of additional restrictions to save lives. Our principles and standards are underpinned by the Police Code of Ethics. Independent scrutiny, through the panel, provides me with continued reassurance of our transparency and supports our determination in delivering an outstanding policing service to keep the communities of Cumbria safe.*

## 1. Introduction & Background

Since its inception in 2015, the purpose of the Ethics and Integrity Panel continues to be to promote and influence high standards of professional ethics, to challenge; encourage and support the Commissioner and the Chief Constable in their work by monitoring and dealing with issues of ethics and integrity in their organisations. The Panel's role is to identify issues and monitor change where required. It has no decision-making powers, although it is able to make recommendations to the Commissioner and the Chief Constable. It considers questions of ethics and integrity within both organisations and provides strategic advice, challenge and support in relation to such issues.

This report provides an overview of the work that the Panel has carried out during 2020.

The Panel meets privately on a quarterly basis to enable open and frank discussions. The agenda and reports are published on the Commissioner's website following each meeting, with only sensitive or confidential information being excluded. Reports are provided by the Panel to the Commissioner's public meeting to provide information about the Constabulary and OPCC's performance in areas that relate to ethics and integrity. The purpose of this is to promote openness, transparency and public confidence.

An annual work programme is agreed to enable it to fulfil its terms of reference and scrutiny role. The programme fixes the tasks to be undertaken by the Panel at each of its scheduled meetings and has been set to ensure whenever possible that meetings are balanced in terms of the volume of work.

The work of the Panel has once again continued to develop during 2020 to reflect the changing dynamics of policing in Cumbria and the challenges it faces. Once again, a number of thematic sessions were held during the year to look at specific issues or areas of business. This enabled the Police and Crime Commissioner and the Chief Constable to be provided with independent reassurance.

Even though the COVID-19 pandemic drastically affected how everyone worked, the Panel held virtual meetings to continue with their oversight and some of their dip sampling processes.

Further information regarding the Panel, its membership and the work it carries out can be found on the Commissioner's website:

<https://cumbria-pcc.gov.uk/what-we-do/ethics-integrity-panel/>

Membership of the Panel currently stands as:

- Mr Michael Duff
- Ms Lesley Horton
- Mr Alan Rankin (Chair)
- Mr Alex Rocke



## 2. Public Complaints, Quality of Service and Reviews

### Public Complaints

Schedule 14 of the Police Reform and Social Responsibility Act 2011 provides Police and Crime Commissioners with a role to play in overseeing police complaints, including the ability to direct a chief officer of police to comply with obligations. The Police and Crime Commissioner for Cumbria utilises the Ethics and Integrity Panel to fulfil this function on his behalf, thereby gaining assurance from their independence.

Due to COVID-19 restrictions the Panel were unable to carry out their 6 monthly dip sample process in May 2020. This was to ensure the safety and wellbeing of both staff and Panel members. Therefore, an annual dip sample session was held at the end of October when the Panel members were able to physically carry out file reviews.

Over the reporting period, the Panel reviewed 30 complaint files. They carried out the dip samples directly via the Centurion system within the Professional Standards Department, enabling members to view all information, actions and outcomes on the live system. Speaking directly with case workers regarding any issues or concerns.

Following the session any recommendations or comments were collated within an action sheet to ensure that they are completed and where appropriate implemented in a timely manner. Some of these include:

- Following the implementation of the new regulations, complainants are contacted at a much earlier stage, with many being dealt with immediately. This provided a much better service to members of the public; and enabled complaint handlers to manage a complainant's expectations at the beginning of the process. With complaints being resolved at the earliest opportunity this now affords staff the ability to concentrate on the more complex complaints and their investigation.
- The use by officers of their Body Worn Video equipment remained an issue. A number of complaints could have easily been dealt with had they switched it on. Following the Panel's identification of the continuing issue a force wide notification was issued to all officers and staff.
- The standard of the Constabulary's public complaint files had once again been maintained throughout the year.

### Quality of Service

The Office of the Police & Crime Commissioner received 553 letters, emails and telephone calls from members of the public who wish to raise issues or dissatisfaction with the Commissioner. Where the matter related to operational policing the OPCC liaised with the Chief Constable's Staff office to provide information or a solution for the individual. The types of issues raised are:

- The Police Service provided or received
- Transport issues – parking, speeding or anti-social driving
- Miscellaneous – hunting, E-scooters/bikes, and Constabulary policies or procedures
- Crime – cold callers, child welfare, cybercrime, neighbour disputes
- COVID-19 – supportive of police action, reporting residents not following the guidance

The OPCC also received a number of compliments thanking the Commissioner or the Constabulary for the service they provide.

### Reviews

The Policing and Crime Act 2017 mandated that Police and Crime Commissioners undertake reviews of public complaints and came into force from 1 February 2020. As part of the Panel's work they also carried out a dip sample of the reviews completed by the OPCC during the first 6 months. They felt that they had been dealt with appropriately and within a timely manner.

At their quarterly meetings the Panel received performance data from the Constabulary on the number of complaints received and how these have been managed, including whether they were within the required timescales.

The Panel also reviewed work undertaken by the Office of the Police & Crime Commissioner in relation to complaints and quality of service. During 2020 there was a sustained increase in the number of people contacting the Commissioner regarding policing issues. The OPCC through raising these issues with the Chief Constable's staff office have facilitated all individuals to receive a written response answering their questions or queries.

### 3. Police Officer & Police Staff Misconduct

The Panel received information on a quarterly basis relating to **Police Officer Misconduct** from the Constabulary's Anti-Fraud and Corruption Unit. Information relating to **Police Staff Misconduct** was now also provided on a quarterly basis due to the Professional Standards Department now dealing with all types of misconduct. This enables the Panel to monitor performance in relation to these areas of business and consider any patterns or trends across the whole organisation.

As part of their work programme the Panel have reviewed misconduct files prior to their November 2020 meeting. Again, only one session was held due to COVID-19 pandemic restrictions as the safety and wellbeing of staff and Panel members was paramount. During the session the Panel reviewed all completed files, providing views and recommendations for any improvement in the way information was provided, how cases were handled or the public perception of the handling of such cases. They were pleased to note that the quality of the files was being maintained and that actions were being fully recorded within each case.



Some of the cases reviewed related to student or officers young in service. Some of the cases could be attributed to adjusting lifestyle choices after becoming a police officer.

Having reviewed all completed files, the Panel have gained assurance that the Constabulary are dealing with misconduct and complaints in a professional manner. At no time did the Panel disagree with the outcome of any of the files. Where they provided advice or recommendations, this was to improve the service provided or the process being undertaken.

### 4. Code of Ethics and Code of Conduct

The Panel's role is to ensure that both the Constabulary and the Police and Crime Commissioner have embedded within their organisations the **Code of Ethics** and **Code of Conduct** respectively.

The Panel have been provided with assurance whilst carrying out their role that both organisations take the ethos of the Code of Ethics and Code of Conduct seriously and this has been evident in the reviews and dip samples they have undertaken in other areas of business. During their various dip sample sessions, the Panel saw first-hand that policies and procedures within the Constabulary had the ethos of the Code of Ethics embedded within them.

Similarly, the Commissioner upon taking office in May 2016 swore an oath to act with integrity and signed a Code of Conduct and Ethics. It sets out how the Commissioner has agreed to abide by the seven standards of conduct recognised as the Nolan Principles. This Ethical Framework allows transparency in all areas of work of the Police and Crime Commissioner. These principles encompass the Commissioner's work locally and whilst representing Cumbria in national forums. Equally important the OPCC members of staff adhere to a **Staff Code of Conduct** which is based upon the model Code of Conduct for Local Government Employees and incorporates the principles arising from the Nolan Report, providing a framework for all employees in terms of official conduct

During 2020 the Panel did not identify any complaints received from either members of staff or the Commissioner regarding conduct or integrity.





## 6. Thematic Inspections

The Panel reviewed six areas of thematic work during 2020.



In February they reviewed **Mental Health Detention** in custody suits throughout Cumbria. In particular, those relating to detention under Section 136 of the Mental Health Act and those detained under Common Law.

Two detentions had been authorised using Sec 136 and both of these were reviewed. The Panel felt that the detention of the individuals had been justified. Service provision by health trusts often hindered the quick release of detainees resulting in custody staff having to deal with individuals for long periods of time.

They recognised the incredible workload which was placed upon Custody Sergeants in dealing with detainees who had mental health issues, the amount and level of data inputting they carried out and its frequency they felt should be applauded especially within busy custody suits.

Changes to the provision of mental health services had seen the county split in two. The North of the county receiving provision from the North East and the South receiving provision from Lancashire. This meant that 'hub beds' could be accessed across the three counties. Work was being carried out across partner agencies to increase staff training to deal with mental health patients and to have fit for purpose vehicles to be able to transport them to mental health facilities.



Also, in February 2020 the Panel were provided with a breakdown of usage and the training being provided to officers in relation to **Spit Guards**. During 2019 765 officers had received training with a further 99 officers being trained as part of their initial training courses. This gave a total of 864 officers trained in how to use and apply Spit Guards. No complaints had been made or received regarding the application or use of Spit Guards during 2019. This could largely be attributed to Spit Guards only being used on an individual for a short period of time. Officers were also trained in aftercare techniques, continually carrying out risk assessments and monitoring any changing health conditions.



During 2020 the Panel continued to monitor development and change within the **Communications Centre**. The introduction of a new Command and Control system had initially encountered some problems, but these were worked through during the first six months of the year. As well as a system which provided the required service it was important to realise value for money and relinquish some of the 'switchboard' functions which were unnecessary for the Communication Centre to carry out. Development of an announcement message to direct people appropriately had been introduced with a view to directing callers to the most appropriate service.

As the COVID-19 pandemic evolved at the beginning of 2020 the Communications Centre was split into 3 teams to enable social distancing, ensuring staff wellbeing and minimising the transmitting of the disease.



To provide assurance to the Constabulary and transparency for the communities of Cumbria the Panel carried out two dip samples of **COVID-19 Fixed Penalty Notices** which were issued during the first pandemic lockdown to individuals who did not comply with the guidance. The sessions were carried out in May and July to assess whether Fixed Penalty Notices were being issued appropriately. If members of the public were committing crimes or offences, these were dealt with by other means as they would normally.

At the conclusion of the May dip sample the Panel found that the Fixed Penalty Notices had been issued appropriately where necessary. Recognising that the Constabulary were Engaging, Encouraging, Explaining and only where necessary Enforcing the legislation and guidance.

Following issues being highlighted nationally, the Panel in July specifically carried out a comparison of tickets issued to Black and Minority Ethnic (BAME) individuals compared to those identified as non- BAME. It was noted that nearly 40% of the tickets issued were to individuals who did not reside within Cumbria and therefore the demographic compared to that of the

county could potentially show disproportionality against BAME communities.

Having completed the dip samples the Panel were able to provide assurance that the issuing of Fixed Penalty Notices were in the main proportionate. The Panel raised some questions on the comparison data provided and were advised that an explanation was to be provided to them. Unfortunately, this was not provided at their November meeting and it was hoped that it would be provided in January 2021. They sought reassurance that there was no bias in the issuing of the notices and that officers and staff had received appropriate unconscious bias training.

As the pandemic continued in the autumn of November 2020 with a further lockdown and Tier restrictions it was agreed that the Panel would carry out a further dip sample in January 2021.



In August 2020 the Panel carried out a dip sample of forms regarding the use of **TASER**. They reviewed 20 forms where the TASER had been fired and 20 where it had been used but not actually discharged.

They identified that the use of force form had not been specifically designed to record TASER usage, rather it was added to an existing form. This resulted in officers not being able to fully notate what tactics had been used up to the point of the TASER being discharged; nor did it allow full oversight by supervision. Following the Panel's findings and recommendations, the Constabulary's use of force form was amended to enable officers to fully record the use of TASER and actions leading up to it.



In August the Panel carried out their annual review of **Stop and Search** forms to ensure that their completion had been maintained. Of the 40 forms reviewed 17 were identified as requiring improvement and a number of forms indicated that Body Worn Video had not been activated during the stop and search. Had the recording of the incidents on the forms been of a better quality it would have provided a better picture of the circumstances of the

stop and would stand up to scrutiny should there be a challenge. None of the forms indicated that the stop and search was not legally carried out.



Since their initial thematic session regarding **Body Worn Video**, the Panel continued to monitor its usage within the Constabulary.

As has been identified earlier in this report, there remains a number of areas of Constabulary business where Body Worn Video is not used to its full potential. These include Stop and Search, responding to incidents following which a complaint is made. The use of Body Worn Video provides an independent viewpoint of a matter or incident. When it is not used where it should have been leaves the officer and Constabulary open to complaint, criticism and potentially civil litigation.

As identified earlier, following the Panel's complaint case dip sample, the Constabulary took on board the findings and issued further guidance and instruction to all officers and staff about the compulsory need to use Body Worn Video.



